
Effectiveness of HRM Practices in Creating Job Satisfaction of Ukrainian Employees Working in Poland

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Abstract:

Purpose: The aim of the study to explore the relationship between HRM practices and job satisfaction of Ukrainian employees working in Poland.

Design/Methodology/Approach: This paper applies a quantitative methodology. The study is based on questionnaires conducted in Ukraine and filled in by 441 people who had worked and continue work in Poland.

Findings: The results demonstrate that there is a significant relationship between HRM practices, particularly around compensation and reward, applied in the case of employees from Ukraine, and their job satisfaction.

Practical Implications: The findings of this research are beneficial for HRM managers in Polish enterprises who hire employees from Ukraine and would like to satisfy them and retain them longer, as they confirm the importance of certain practices and facilitate their efficient selection.

Originality/Value: This research is valuable in terms of recognizing the relationship between the use of certain Human Resources Management practices in Polish enterprises and Ukrainian employees job satisfaction.

Keywords: Human Resources Management practices, Ukrainian employees, job satisfaction.

JEL codes: M1, M12.

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1. Introduction

The Polish labor market is characterized by a country's shrinking workforce resulting in widening staff gap. This encourages Polish companies to search for solutions aimed at attracting employees from other countries, mainly from Ukraine. In Poland there has been observed a constant, dynamic growth in the number of migrant workers from Ukraine since 2014 (Poland Labour Market Risk Report, 2018). The instability in the country combined with tightening economic conditions motivate Ukrainians to flee and work abroad. Currently, there are 665,600 Ukrainian employees working in Poland legally and paying social insurance contributions (Błaszczak, 2020).

However, if we take into consideration also those who work in Poland illegally, the number increases to over 2 million (ZPP ISB News, 2018). Workers from Ukraine are not only extremely valuable for Polish companies for economic reasons, but they also have a significant capacity for assimilation due to the similarity of cultures, the ways of thinking and the language (Gadomska-Lila and Moskalenko, 2019). However, taking into account the incentives offered by other countries, in particular Germany or Czech Republic, that provide legal and administrative tools and attractive employment conditions, there is a risk of the outflow of Ukrainians from the Polish labor market. It has been estimated that 60% of employees from Ukraine working at the moment in Poland, are considering work in another country, particularly Germany (EWL 2018).

This situation causes that practices incentive actions addressed to this particular group of employees and focused on making them satisfied with their job become the priority goal of domestic enterprises. Given this perspective, Human Resources Management (HRM) practices may prove critical. In our opinion, it is crucial to ask whether there are any dependencies between HRM practices pursued by Polish enterprises towards employees from Ukraine and their job satisfaction. To answer this question, the Authors conducted the quantitative research among Ukrainians who worked/work in Poland. The results presented in the paper offer some contribution to the understanding of the relations between HRM practices of Polish companies employing Ukrainians and their job satisfaction that drives them to perform better and stay in Poland longer. Therefore, the main aim of the paper is to explore the relationship between HRM practices and job satisfaction of Ukrainian employees working in Poland.

2. Job satisfaction - Theoretical Grounding and Hypothesis Formulating

The issue of job satisfaction is a complex and multifaceted concept that is still evolving. Over past decades, scholars have provided various definitions of job satisfaction as well as different approaches to explain what it means and how the theory could be applied to enhance employees' performance. In general job satisfaction is a pleasurable or positive emotional state that results from the appraisal of one's job experience (Locke, 1976). It is defined as the degree to which an

employee perceives job needs as being fulfilled (Rayton and Yalabik, 2014). As being a multidimensional concept, job satisfaction involves several aspects of one's job. Most researchers point out the following aspects: job characteristics, relationships with co-workers, relationships with supervisor, recognition and benefits, promotion opportunities and fairness, working conditions, satisfaction with the company and management, communication (Locke, 1976; Evans and Davis, 2005; Pološki *et al.*, 2015; Miao *et al.*, 2020).

Based on the relevant literature, there are several theories applied to explain the phenomenon of job satisfaction (Khan *et al.*, 2010; Dugguh and Ayaga, 2014). Generally, they may be grouped in two categories, namely content-theories and process-theories. The content theories focus on the factors motivating employees at work that is, identifying the needs, drivers, and incentives as well as their prioritization by the individual to get satisfaction (Luthans, 2005). The most widely mentioned content-theory is Maslow's hierarchy of needs (Maslow, 1943; Weihrich and Koontz, 1999). In his conceptual framework, Maslow proposes five levels of an individual's needs. These are: physical needs (food, clothing, shelter, sex), safety need: (physical protection), social needs (opportunities to develop close associations with other persons), esteem needs (prestige received from others), and self-actualization needs (opportunities for self-fulfillment and accomplishment through personal growth). According to Maslow's approach, once a given level of needs is satisfied, it no longer helps to motivate an individual. Therefore, the next higher level of need must be activated in order to motivate and thereby satisfy the individual (Luthans, 2005).

Another famous concept belonging to content-theories is Herzberg's two-factor theory. Herzberg *et al.* (1959) claimed that job satisfaction consists of two separate, independent dimensions, namely satisfaction and dissatisfaction. They detected that employee's satisfaction and dissatisfaction are not the opposite ends of the same continuum (Herzberg, 1966). Herzberg *et al.* (1959) argued that the factors leading to job satisfaction or to dissatisfaction are different and they classified them in two categories: 'motivators' and 'hygiene factors' (Herzberg *et al.*, 1959; Herzberg, 1966). They postulated that intrinsic factors, which they called 'motivators' (the factors related with the work that is done, e.g. a challenging job, a sense of achievement, etc.) brought about satisfaction and that extrinsic factors, which they called 'hygiene factors' (the factors that make employees want to perform their work, e.g. salary, stability, job security, interpersonal matters, etc.) resulted in dissatisfaction. So called 'motivators' are the elements of work itself. They include intrinsic factors such as achievement, individual's responsibility and recognition, advancement, and growth as well as work itself. These factors have been recognized as intrinsic as they refer to the employee's internal state of mind regarding aspects of his/her work (Herzberg *et al.*, 1959; Reed, 2015). Whereas, 'hygiene factors', including such elements as the salary, employee's work conditions, firm's policies, supervision, interpersonal relationships with employee's peers and supervisors, job security as well as work-life balance, have been labelled as extrinsic factors due to the fact that they are linked more to the context

of the work rather than the content of the work (Herzberg *et al.*, 1959; Miner, 2005; Reed, 2015).

As already said, among the strong determinants of job satisfaction multiple researchers mention the following: work itself, achievement, recognition, opportunity for promotion as well as responsibility (Evans and Davis, 2005; Choudhury and Mishra, 2010; Dugguh and Ayaga, 2014; Miner, 2005; Alzyoud, 2018). The determinant called 'work itself' refers to the working environment and employees' perception about the work they are responsible for. This involves helping individuals believe that the task they are doing is important and meaningful, setting clear goals for an employee. As highlighted by Cohen and Vandello (1999), the main indicators of employee work itself encompass the ability to utilization, achievement, activity, authority, creativity, independence, responsibility, and variety. In addition, Dugguh and Ayaga (2014) stress that communicating to employees how their work is essential to the overall enterprise's goals helps to make them motivated and satisfied.

Also, achievement has been recognized as the one of the job satisfaction determinants. This variable refers to setting not only clear but also achievable goals for employees as well as achievable standards for each position. As stressed by some authors, employees should also receive regular, timely feedback on how they are doing and feel they are adequately challenged in their jobs (Dugguh and Ayaga, 2014). The next important factor determining employees' job satisfaction is recognition. Most individuals value the recognition and appreciation that they receive from their superiors as well as co-workers, sometimes even more than their pay and other financial incentives (Hettiarachchi, 2014). Hence first recognizing and then appreciating top company's performers seem to be a key to enhance job satisfaction and consequently the job performance. Another strong enhancer of individuals' job satisfaction is the opportunity for advancement and promotion (Locke, 1976; Dugguh and Ayaga 2014; Hettiarachchi, 2014). The practices referring to this issue include training aimed at developing employees' professional skills, supporting them in acquiring higher certificates so that they become experts themselves, electing employees from the present position to a higher one etc. Moreover, engaging employees in tasks that involve higher levels of responsibility, giving them some job freedom and empowerment are the ways of providing them with the sense of responsibility. This makes employees feel more valued thereby gaining a notion of achievement and success which is also said to be an important job satisfaction enhancer (Glicken, 2005).

On the other hand, the factors related to job dissatisfaction highlighted by most authors include salary, supervision, working conditions, company policies, interpersonal relationships, and security. Salary is a contractual agreement between the employer and the employee. If an individual perceives that he/she is not compensated, he/she will not be happy and so slow the pace of performance (Dugguh and Ayaga 2014). Therefore, comparable salaries and benefits, clear policies relating to salaries, increments, bonuses, and benefits must be clearly indicated to avoid employees'

dissatisfaction (Robbins and Decenzo, 2005). A further variable related to job dissatisfaction is supervision. It refers to the way the supervisor treats the employee in terms of praise, the employee's good work, seeking the advice from the employee, understanding the nature of the employee's work and giving the employee enough supervision and at the same time portraying a good example to the workers (Hettiarachchi, 2014).

Effective supervision includes special attention to the employee's personal well-being as well as encourages his/her professional development (Belch *et al.*, 2009). As claimed by multiple authors, employees who receive respect and recognition as well as knowledge support from their supervisors are more satisfied at the work place than the individuals who experience otherwise (Hettiarachchi, 2014; Dugguh and Ayaga 2014; Belch *et al.*, 2009). Also working conditions are mentioned among the factors related to job dissatisfaction. The term concerns the environment in which employees perform their tasks. Poor working conditions have been recognized as having strong impact on employees' job dissatisfaction. Therefore, Dugguh and Ayaga (2014) argue that providing employees with modern equipment and facilities, secured and well-spaced staff quarters etc. are some of the conditions that are required to prevent job dissatisfaction in the organization.

Another factor that may strongly influence the employee's job dissatisfaction refers to interpersonal relations in the organization. This includes the relations with co-workers, managers as well as the employee's subordinates. Among the important aspects regarding the interpersonal relationships in the company, several authors point out openness and trust among the employees that are said to be prerequisites for enhancing employees' job satisfaction and performance (Leenders *et al.*, 2003). While there is a high degree of trust between individuals, they can be genuinely open and frank with one another, sharing both personal information as well as knowledge and expertise needed at work (Glińska-Neweś *et al.*, 2017). This prevents their job dissatisfaction and the decrease of job performance.

One more issue encouraging employee's dissatisfaction regards company policies and procedures is firm's policies and procedures that can great frustration if they are unclear or unnecessary or if those to follow are selected (Ting, 1997; Dugguh and Ayaga, 2014). However, firm's policies may decrease employee's job dissatisfaction by making policies fair and applicable to all. Finally, job security is said to be one of the factors encouraging job dissatisfaction. Job security issue refers to freedom from threats of layoffs, frequent queries, harassment, discrimination, or bullying (Dugguh and Ayaga, 2014). While the employee feels the lack of job security, his/her needs for higher growth will be blocked. In turn, this implies the employee dissatisfaction and performance decrease.

Another research stream encompasses process-theories describing how employee's motivation and satisfaction take place. The most widely applied process-theory explaining job satisfaction phenomenon is the expectancy theory (Vroom, 1964;

Locke, 1989; Weihrich and Koontz, 1999). According to expectancy theory, employees' evaluation of job satisfaction is a function of the inconsistency between what they expect from the job and what they receive (Miao *et al.*, 2020). Expectancy approach refers to the probability that a particular effort will lead to a particular first-level outcome. Expectancy theory explains job satisfaction as the extent to which expectations are matched with real achievements (Akehurst *et al.*, 2009). What is of high importance, Vroom acknowledges the importance of various needs and motivations of individual employees. In turn, the expectancy approach proposes that rewards applied to influence an employee must be valued by individuals (Weihrich and Koontz, 1999). Another commonly applied process-theory clarifying job satisfaction concept is equity theory (Dugguh and Ayaga, 2014). According to equity theory, employees weigh what they put into a job situation (inputs) against what they get from it (outputs) and then compare their input-outcome ratio with the input-outcome ratio of relevant others.

The literature of the field proves that the problem of job satisfaction is directly related to the issues regarding Human Resource Management (HRM) practices (Ting, 1997; Evans and Davis, 2005; Choudhury and Mishra, 2010; Alzyoud, 2018). Sound HRM practices have a strong impact on employee's job satisfaction, so in consequence they bring about a significant impact on organizational performance (Becker and Gerhart, 1996; Enz and Siguaw, 2000). Focusing on HRM practices becomes particularly important in developing countries (Miah and Bird, 2007) because of specific characteristics of the political, economic, social and cultural environment (Napier and Vu, 1998; Budhwar and Sparrow, 2002).

Thus, the choice of HRM practices pursued by Polish enterprises employing foreigners, including Ukrainians, seems to be crucial, as they may be an effective way for satisfying these employees and retaining them longer (Gadomska-Lila and Moskalenko, 2019). HRM practices can be categorized in a few groups, namely practices related to recruitment and selection, practices related to work design, practices aimed at employees' training and development, practices referring to employees' performance appraisal, compensation and reward as well as the relations with co-workers and supervisors (Evans and Davis, 2005; Choudhury and Mishra, 2010). Given the presented considerations, we state that the knowledge about the impact of HRM practices on employees' job satisfaction is fundamental while aiming at the increase of workers' job satisfaction and performance.

Based on the above-mentioned notions we hypothesize that:

H1. Financial reward and support have a positive impact on employee's job satisfaction.

H2. Regular supervisor feedback regarding employee's performance has a positive impact on job satisfaction.

H3. Respect for an employee and his/her achievements has a positive impact on job satisfaction.

H4. Good relations with co-workers has a positive impact on employee's job satisfaction.

3. Method of Study

The quantitative research enabling identifying the attitudes and behaviors of employees was one of the stages of the extensive research project dedicated to Ukrainian employees working in Poland. The whole project had a wider scope, both in relation to the subject of research and the methods used, as in addition to quantitative research it also included the qualitative research carried out in Poland among employers and other entities involved in actions pertaining to employment of Ukrainians, e.g., employment agencies, labor offices, trade unions, such as the Association of Ukrainians in Poland. One of the aims of the quantitative research was to explore the relationship between HRM practices and job satisfaction of Ukrainian employees working in Poland. Special attention was given to recognize those areas and activities that are particularly important for the sense of satisfaction of this group of employees. Recognizing these areas and practices gives the employers a chance to take action that can affect Ukrainian employees' decisions to stay in Poland for longer or even permanently.

The quantitative research was conducted from February to December 2018 in Ukraine among people who worked and continue to work in Poland. In total, 441 respondents took part in the research. They were mainly young people, up to 35 years old (68%). Men constituted 51%, women - 49%. In general, respondents had first- and second-degree academic education (54%), and approximately two years of work experience in Poland (64%). The detailed parameters of the research sample are presented in Table 1.

Table 1. *Characteristics of the research sample*

Classification variable	Categories	Percentage
Sex	Male	51
	female	49
Age	up to 25	27
	25-34	41
	35-44	24
	45-54	7
	55 and higher	1
Education	High school or lower	11
	Middle-range training	35
	Bachelor's degree	20
	Master's degree	34
Working period in Poland	Up to 1 year	3
	Over 1 year	35
	Over 2 years	29
	Over 3 years	14
	Over 4 years	11
	5 and over	8

Source: *Own study.*

Data was collected using the PAPI method (Paper and Pencil Interview). Research tool - the questionnaire - was developed by one of the authors, and then translated into Ukrainian. Respondents were asked to comment on the statements regarding the different areas studied and express their opinions in the five point Likert scale, where, depending on the area, 1 means “no” and 5 means “yes” or 1 meant “very low” and 5 - “very high” or from 1 “of very little or no importance” to 5 - “of utmost importance”. The value of Cronbach’s α above 0.7 confirmed the reliability recommended for exploratory research projects (Templeton, Lewis, and Snyder, 2002).

4. Results and Discussion

The main aim of the research was to explore the relationship between HRM practices and job satisfaction of Ukrainian employees working in Poland. To accomplish the research purpose and verify the formulated hypotheses the statistical inference was carried out. At the first stage correlation coefficients analysis was done to determine dependencies between HRM practices undertaken in Polish companies employing workers from Ukraine and job satisfaction of this group of employees. Using r-Pearson correlation coefficients, we have found statistically significant relationships between the practices regarding work design ($r=0,526$; $p<0,05$), compensation and rewards ($r=0,649$; $p<0,05$), performance appraisal ($r=0,599$; $p<0,05$) as well as training and development ($r=0,541$; $p<0,05$). Subsequently, confirmatory factor analysis was applied that enabled to identify the variables for developing the regression model. Then stepwise regression was used, the results of which are presented in Table 2.

Table 2. Regression analysis summary

Predictors	B	standard error	t	p
(constant)	-0,723	0,198	-3,645	0,000
impartial recruitment and selection processes	0,178	0,021	8,351	0,000
regular feedback regarding performance	0,288	0,014	20,432	0,000
work demanding interactions with co-workers	0,145	0,020	7,072	0,000
remuneration paid on time	0,165	0,057	2,870	0,004
financial support of educational goals, e.g. learning foreign languages	0,097	0,027	3,554	0,000
treatment with respect	0,155	0,031	4,956	0,000
good relations with co-workers	0,185	0,028	6,569	0,000

R²=0,752; Standard error of estimate 0,353; Model analysis of variance F(7)=189,58; $p<0,000$

Source: Own study.

The model turned out to be not only well-fitted and reliable but explains as much as 75% of the variance of results. The main predictors of this model are: regular feedback regarding employee’s performance, good relations with co-workers and assigning tasks requiring employee’s interaction and cooperation with peers, impartiality in employees selection (not favoring any of the groups during recruitment and selection),

remuneration paid on time and treating employee with respect. Based on the above notions, it can be concluded that job satisfaction of Ukrainians working in Poland is significantly related to the quality of interpersonal relationships, treatment, the type of work performed and rewarding its effects.

The regression analysis results indicate that HRM goal, that is having satisfied workforce, is highly dependent on HRM practices applied in the companies. Our results confirm that the employees from Ukraine working in Polish enterprises find several HRM practices assigned to recruitment and selection, work design, performance appraisal as well as compensation and reward as enhancing their job satisfaction. The study results demonstrate that, among others, impartial recruitment and selection processes belongs to the HRM practices that are valued by the employees and have a direct impact on their job satisfaction. The results that confirm the recruitment and selection process to be a predictor of employee's job satisfaction have been also presented by other researchers (eBreaugh, 2008; Slavkovic *et al.*, 2018, Anwar and Shukur, 2015).

Hence, the managers must be aware that the desired level of employee's job satisfaction can be influenced through the proper recruitment process, which should lead to the achievement of a superior performance through the motivation mechanisms (Slavkovic *et al.*, 2018). What is highly significant from the manager's point of view, the investigated employees highly value the fact that favoritism does not exist in their organizations. This regularity has been confirmed also by Purohit *et al.* (2014) who examined the impact of HRM practices on job satisfaction level in the textile industry.

Therefore, the managers setting up and then implementing HRM policies should strongly focus on favoritism avoidance in any of human resource management stages, starting from recruitment and selection, through training and development, and ending with rewarding employees both in terms of tangible and intangible benefits. What is also of high importance from the management perspective, the study results indicate that regular feedback regarding employee's performance provided by the supervisor is one of significant factors directly increasing job satisfaction.

This result supports Hypothesis 2 stating that regular supervisor feedback regarding employee's performance has a positive impact on job satisfaction. It is worth noting that regular feedback related to employee's performance belongs to HRM practices regarding performance appraisal, recognized as highly influential in terms of job satisfaction. Our findings are consistent with the research of several authors (Dolbier *et al.*, 2005; Koc *et al.*, 2014; Islam *et al.*, 2018) who, similarly to us, point out positive relationship between such practice and employee's job satisfaction in various industries.

According to our study results, work demanding interactions with co-workers is also a factor that leads to the increase of employee's job satisfaction. This issue refers to work design and the obtained result indicates that employees really value social

relations at work. The relationships with co-workers that include such attributes as cooperation between peers, team spirit, social support, interpersonal trust and information exchange, are said to be a kind of foundation for employee's job satisfaction and performance (Kirby and Krone, 2002, Sias, 2005). Firstly, it results from the fact that social interactions in the workplace increase self-reported positive employee's feelings at the end of the workday (Nolan and Küpers, 2009). Secondly, employees who are satisfied with their relationships with peers are likely to be more attached to the organization. Therefore, the managers who encourage informal interactions can foster the development of more positive relationships and significantly influence and improve employee satisfaction (Sias, 2005).

Whilst interpreting the results of the presented study, it should be highlighted that four HRM practices referring to compensation and reward have been identified as important for enhancing employees' job satisfaction. These practices include employee's remuneration paid on time, financial support of employees' educational goals, treating employees with respect as well as good relations that Ukrainian employees have with their co-workers.

These results support Hypothesis 1 stating that financial reward (and support) has a positive impact on employee's job satisfaction. Our results are consistent with the works of various researchers who highlight the importance of this group of HRM practices (Bilan, 2017; Basford and Offermann, 2012). Machtakova (2012) and Matyushenko (2015) who investigate Ukrainians' work values in the context of work motivation, prove that material (money) reward has the highest impact on Ukrainian employees' job satisfaction. What is significant from employer's perspective, among the most valuable benefits resulting from employee's satisfaction with the reward system the following are frequently mentioned: positive attitudes toward work, low turnover, a high level of peers cooperation, loyalty and commitment increase resulting in better employee's performance (Shaw and Gupta, 2015; Beck-Krala *et al.*, 2017).

Furthermore, our results indicate that apart from the benefits related to remuneration and financial support provided by the employer, Ukrainian workers appreciate also good relations with their co-workers and treatment with respect within an organization, what supports Hypotheses 3 stating respectively that respect for an employee and his/her achievements has a positive impact on job satisfaction (H3). This is consistent with the results of other researchers, like Ederly (2017) or Ghaffari *et al.* (2017) who confirmed that respect towards an employee is a significant predictor of job satisfaction in the organizations they have investigated. Also, Machtakova (2012) claims that social recognition and respect play a big role in shaping Ukrainian employee's job satisfaction. The results of our study confirmed that also good relations with co-workers have a direct impact on the increase of employee's job satisfaction. This result supports Hypotheses 4 stating that good relations with co-workers have a positive impact on employee's job satisfaction (H4). This phenomenon has been described by some researchers, who found out that employees in both low-

and high-status positions reported higher levels of motivation when interpersonal relationships with co-workers were good (Basford and Offermann, 2012).

Our findings are also consistent with the data presented by the international employment agency OTTO Work Force Polska sp. z o.o. which points out that the 72% of Ukrainians employed in Poland in 2019 declare a high level of job satisfaction and indicate that their job satisfaction is primarily built by relationships with colleagues (87%) and the employer (86%) (<https://www.pulshr.pl/pracatymczasowa/rosnie-zadowolenie-ukraincow-z-pracy-w-polsce>).

Also the data published by Work Service company prove that 85% of Ukrainians employed in Poland positively evaluate their cooperation with colleagues at work and declare it as a significant issue enhancing their overall job satisfaction (Work Service Report, 2018). Summing up, the presented results indicate HRM practices responsible for enhancing job satisfaction of Ukrainian employees working in Polish enterprises. Thus, in practice our results can help HRM managers who aim at retaining these employees for longer to emphasize these practices that mostly enhance their job satisfaction.

5. Conclusions

The aim of the study was to explore the relationship between HRM practices and job satisfaction of Ukrainian employees working in Poland. The conducted analysis allowed to verify the hypotheses that have been formulated in the research process. The regression analysis showed that extrinsic factors are more responsible for job satisfaction rather than intrinsic factors for Ukrainian employees working in Poland. Among them impartial recruitment and selection procedures, regular feedback regarding employee's performance provided by the supervisor, remuneration paid on time, financial support of employee education as well as good relations with employee's peers have been found as significant predictors of Ukrainian employees' job satisfaction.

As far as intrinsic factors are concerned, treatment with respect and work demanding interactions with co-workers have been identified as significant predictors of Ukrainian employees' job satisfaction. It means that the positive change of aforementioned factors leads to higher job satisfaction. This is a valuable contribution because it will help to specify the HRM practices that are of utmost importance to Ukrainians considering not only their job satisfaction but also work performance and, consequently, decisions regarding longer or permanent residence in Poland. Thanks to the findings pertaining to Ukrainians employed with Polish enterprises, the article offers contribution to the understanding of the preferences of this particular group of employees regarding HRM practices, which will allow employers to design suitable HRM practices and take more appropriate choices for enhancing Ukrainian employees' job satisfaction.

The paper adds to the research in the field of job satisfaction as there has been practically no empirical scientific research referring to Ukrainian workers employed in Poland. The presented results should be interpreted within the context of certain limitations. One of the limitations of the research relates to the essence of questionnaire surveys and their static nature, thus these issues should be further validated using a longitudinal data set. Moreover, possible bias exists because all variables were assessed with self-reported data.

Another limitation refers to studying the problem of job satisfaction in relation to one national group. Ukrainians are of special importance to the Authors, as they constitute the biggest group of employees from abroad in Poland and their high level of assimilation capacity is an advantage for employers. However, given that employees from Belarus, Moldova or Kazakhstan and, more recently, from India, Nepal, Bangladesh or Philippines are pursuing permits to work in Poland, it becomes more important to recognize HRM practices enhancing job satisfaction of employees from these cultures.

The presented study inspires us for further investigations that could examine the impact of Ukrainian employees' job satisfaction on their work engagement or vice-versa. Another interesting area of research concern diagnosing HRM practices in enterprises operating in Ukraine, and then comparing the scope of such practices in Polish and Ukrainian entities.

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